

UKRI Wednesday Webinar Question and Answer Summary – 21 February		
#	Question	Answer
1	Is UKRI going to allow again working remotely from overseas?	live answered
2	I submitted my STEM Pay request form in September and I am still waiting to hear back from EB. My HR Rep has said there's no timeline in place to give me an answer. I think 5 months is a too long of a time to wait for an answer about a payrise that my equivilant colleagues have been given. Why is there no timeline? When will I hear back?	This is being progressed and we will provide an outcome as soon as is possible
3	I am really concerned about the change of the welfare provision. Will staff who have mental illness issues be able to feed in or test any future system? Or at least be consulted?	live answered
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5	Can we have an update on the new operating model? What is the associated timescale for introducing any operational change as a result?	Over the last year, we have been developing and refining designs and potential changes across all areas of the operating model. We will be moving from the identification and design of changes to agreeing, communicating and implementing changes across the next year and into 2025 as we move towards the Future State. We will update you on progress throughout the coming months. Senior leaders soon be able to share with you in detail what we have achieved so far and set out the next steps.
6	Are all councils given the same message about reducing meeting/panel/board/visit costs? I ask this as it seems that not all are trying to reduce such costs as much as others.	This is a decision taken locally by individual councils, but we recommend that senior managers specifically consider the purpose, aims and objectives of meetings when deciding whether to hold a meeting in-person, as a hybrid, or entirely virtually.
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8	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
9	What is the target percentage for staff feeling safe to raise an issue in UKRI. Currently over 1 in 3 staff do not feel safe to do so. What do you want the percentage to be in one years time?	This question will be answered live by a panel member on the Wednesday Webinar on the 3rd April where we will be having a conversation about the survey results and next steps.
10	Q for Ottoline, STFC's Exec Chair replacement job advert has gone live, why wasn't sustainability included into the job description given that it's an important strategic focus for UKRI and STFC has one of the biggest footprints for UKRI. It is noted that ED&I is included within the advert but NOT sustainability. Why and will this be included at the interview stage?	As you know, UKRI is committed to achieving net zero emissions by 2040 and the Executive Chair of STFC will have a key role in our ability to deliver on this commitment. This will certainly be included at interview stage.
11	Why does UKRI think it's acceptable to make STFC's Digital Infrastructure department wait 5 months to hear about their STEM pay appeals? Our equivalents in other departments and councils have been given STEM pay but we haven't and are STILL waiting for a response. We are considering putting in a collective grievance due to UKRI's lack of communication on the matter.	This is being progressed and we will provide an outcome as soon as is possible
12	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
13	Is the "trust time / flexi time / time of in lieu" policy the same across all of UKRI, or does it differ from council to council? From my experience it differs depending on which part of UKRI you work in (This comes mostly from which HR team you speak to!) Can UKRI provide guidance across the entire organisation and ensure HR teams follow it and give the same advice organisation-wide?	live answered
14	it would be helpful to summarise how the outputs of the activity analysis are feeding into the SBF programme - at the time, we were assured that data from this analysis would not be used to underpin changes to our working practices, is this still the case?	live answered
15	How is TFS embedding accessibility and inclusive design from the outset? UKRI has a huge opportunity to be a role model in the research and innovation system, through this new funding service.	live answered

15	How is TFS embedding accessibility and inclusive design from the outset? UKRI has a huge opportunity to be a role model in the research and innovation system, through this new funding service.	<p>As part of UKRI's commitment to making the new Funding Service accessible, we are building it in accordance with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. We carry out accessibility testing with the Digital Accessibility Centre. User testing is carried out by their team, all of whom have disabilities and all of whom have experienced first-hand the barriers that an inaccessible website places between them and independence.</p> <p>We have also conducted a survey with the National Association of Disabled Staff Network, and we are using the findings to inform the design of the new Funding Service.</p> <p>Read the UKRI Funding Service accessibility statement.<a href="https://www.gov.uk/government/publications/review-of-research-bureaucracy">https://www.gov.uk/government/publications/review-of-research-bureaucracy</a><a href="https://www.ukri.org/news/independent-review-of-research-bureaucracy-published/">https://www.ukri.org/news/independent-review-of-research-bureaucracy-published/</a></p> <p>GuildHE members recently commented that their neurodiverse users welcomed the changes being made and recognised that accessibility had improved. They also offered to help us develop the service further.</p>
16	Should we continue to plan for it being BAU to award on TFS from April for all calls on TFS? Or is it better to ask this closer to April, and should we consider more cut overs instead	
17	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 85%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 75%;"></div>	
18	Could Ottoline meet with Innovate UK staff in person to reassure and listen to their concerns given all the senior staff who are leaving? I've been with innovate for many years and right now it doesnt feel "safe" ahead of the spending review and weekly organisational changes.	<p>I would be happy to meet with IUK staff, and staff from other councils too. My term of office ends on June 30th 2025, well after the election and spending review(s). An early recruitment campaign for my successor will help to mitigate the risks created by the very slow public appointments process.</p>

19	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
20	<p>The psychological safety pluse survey response pdf is not accessible in mutiple ways: colours and not all text can be read by a screenreader. Please can we make all materials accessible? This is part of UKRI's EDI strategy.</p>	<p>Thank you for bringing this to my attention, much appreciated. I can confirm that we have now scanned the document via an accessibility checker, Added Alt text to all images, Added slide titles, Reviewed and corrected the reading order and, where ever possible used text rather than images containing text. We have now republished the document. This has been a really useful learning exercise, thank you.</p>
21	<p>How can councils help the SBF team, focussing our energy to make it smoother for all?</p>	<p>live answered</p>
22	<p>Can you please clarify if IFS used by Innovate is affected by the the new and simpler funding service that [REDACTED] is discussing?</p>	<p>live answered</p>
23	<p>When will we be hearing more about the plans for competency-based pay?</p>	<p>Work is continuing, with working groups of representatives from across UKRI, the TUs and senior management to reach a finalised competency framework and process for assessment. Once we have reached a finalised approach then further details will be shared. The pay for recognition of competency level will be subject to internal affordability, permission sought and gained from HM Treasury and Cabinet Office and TU negotiation. The ambition is for differentiated pay for competency levels to be applicable from the next 1 July 2024 pay award date. However, the level of differentiation may be small in the first year/s due to the constraints set out above.</p>
24	<p>Is there any scope to delay the full transfer to TFS untill the outstanding key issues are resolved? If not, what are the blockers to this? Not doing so is likely to lead to reputational damage to UKRI in our ability to effectively deliver some key funding programmes and efficiency projects.</p>	
25	<p>Can you share the agenda for show and tells before they occur? To support getting the right staff to join</p>	

26	Will the IFS system migrate to NFS too? It looks similar.	
27	What is the TFS 'sand box' or 'sound box' which [REDACTED] mentioned?	<p>The sandbox is a test environment for The Funding Service (TFS) - (it does not use data from the live service) and gives the opportunity for UKRI staff to familiarise themselves with all things TFS.</p> <p>Drop in to the Sandbox day and resolve issues you are having setting up setting up opportunities, applying to opportunities, using expert review, making decisions on applications etc.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
28	There is a lot of talk of users, and this focuses on the academic community. Ultimately the core users of TFS are UKRI, as we need it to run the business; without it then UKRI fails. Does the programme and senior leadership realise that UKRI is the core user?	
29	I needed to find out how many applications had been submitted in a specific area. Turns out you can only search the title of an application by keyword. Did someone not realise that keywords might not actually be included in the title? It should be easy to change the search field.	
30	Do we know approximately when we might anticipate a video for how to use the AppList (a interim workaround whilst TFS is working on the functionality for notes and tracking)	
31	Knowing how and when committee members review grants, the ability to read offline is really important - please do prioritise this	
32	As more and more applications are coming through to TFS can you advise when we will have some kind of reporting mechanism in place so we can respond to EXCO in a quicker way?	
33	re: TFS, on what basis are we keeping the capacity for reviewers to work offline under review, given the unambiguous strong feedback from the community and the clearly demonstrable need for offline working?	

34	[REDACTED]	
35	Does this mean that IFS used for competition funding for Innovate is being replaced? If so, what is the estimated timing for this?	
36	[REDACTED]	
37	On TFS, how are we mitigating the risks that there will be a gap in data availability because TFS is not gathering the same (structured) data that we are used to from Siebel - and how will this impact on our ability to analyse and talk about our portfolio ahead of the next SR?	
38	Several stakeholders have raised that emails from "noreply@salesforce.com on behalf of UKRI Support <support@funding-service.ukri.org>" easily go into Spam folders. Such naming also doesn't pass our own email security checks that the online training is advocating. If the UKRI email address could be the only section displayed that would be a great first step to increase better visibility and increased confidence in the legitimacy of the email.	
39	What are the key lessons the TFS team will take away about big change/IT projects? What can we apply to other projects currently coming through?	
40	Why do we still have some gendered toilet stalls in the building? Surely the unisex cubicles are more inclusive of people with medical issues, more gender inclusive and generally much nicer. Can we get rid of the old gendered toilets?	Some people prefer to use a gender defined toilet and if we have capacity to provide them, we should recognise this Gender neutral toilets cost more - they need to be cubicles which are less space efficient, require more plumbing, increase cleaning workload. In a new build installation is more efficient but retrospective in a building like PH would be cost prohibitive and could, in some areas, negatively impact toilet : staff ratios.
41	Can you remind us about the options to share issues (what should go where) e.g. TFS helpdesk, SBF drop ins, internal feedback log	

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42	No pay rise, all under inflation, overworked, just being told it is appreciated is not cutting it anymore. I want to work for UKRI but you are forcing me out. And I am not alone in this feeling.	Noted
43	I visit participants who are in Innovate projects. One of the most asked questions is why the rules and eligibility of costs is completely different for UKRI grants and Innovate grants. One example is average labour rates, these are acceptable for UKRI but not for Innovate grants. Can anything be done about this?	
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45	Please can we have a firm commitment to offline working? How can we be taken seriously as an organisation when we aren't allowing people to work on reviews offline or read applications other than on a computer screen given its meant to be a 'better' more accessible system and given the percentage of people that have some form of visual, hearing, speech, motor, cognitive or other combination of impairments.	
46	Whilst its good that externally some people see an improvement with TFS , can we please be open to the external community and explain the many problems that staff are experiencing as of course using TFS internally is just as important. By being open it may help with an understanding if there are any delays etc.	
47	What is Databank?	Databank delivers a single source of truth for data that can be used for analysis purposes. Please refer to ████████████████████ ██████████ for more information.
48	How much have we spent on TFS? Considering it does not allow us to yet fund grants, return reviews and capture critical data.	
49	████████████████████ ████████████████████	

50	Is there any intention for Innovate UK to eventually be built into the TFS, or will we always remain on IFS?	live answered
51	Its a shame that [REDACTED] is retiring as he has always explained things in a non technical way to help staff. Can this be continued by others going forward as many staff, particularly, older staff often need things explained in a different way.	Thank you for the feedback
52	Big 'shout out' to the TFS Helpdesk, who do an amazing job.	
53	Disconnect between new policy changes and TFS functionality is confusing for staff. Are there plans to make these better coordinated?	
54	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
55	Why isnt the environmental imapct of our research projects included more strongly within the funding applications and process?	
56	"Drop in to the Sandbox day and resolve issues you are having setting up setting up opportunities, applying to opportunities, using expert review, making decisions on applications etc."	
57	Is our pay rise for this year likely to be on time?	Due to the process that UKRI is required to go through to reach agreement on pay increases as set out here: [REDACTED] it is unlikely that the pay award will be implemented in the July payroll.
58	"Drop in to the Sandbox day and resolve issues you are having setting up setting up opportunities, applying to opportunities, using expert review, making decisions on applications etc."  So does Sandbox have functionality that TFS currently doesnt have? We have been told we cannot make decisions on applications on TFS currently?	
59	Can you tell us more about the governance of the funding service delivery authority? How do councils now feed into this? how is harmonisation and consistency developed? is	



	there any work done to understand why things are being done differently?	
60	Hello, wondering if there's an update on the implementation plans for in-band salary adjustments to recognise individual capabilities/responsibilities? Thanks very much.	Work is continuing, with working groups of representatives from across UKRI, the TUs and senior management to reach a finalised competency framework and process for assessment. Once we have reached a finalised approach then further details will be shared. The pay for recognition of competency level will be subject to internal affordability, permission sought and gained from HM Treasury and Cabinet Office and TU negotiation. The ambition is for differentiated pay for competency levels to be applicable from the next 1 July 2024 pay award date. However, the level of differentiation may be small in the first year/s due to the constraints set out above.
61	When is the next webinar dedicated to just Q&A and will it be advertised in advance so staff can think of questions ahead of time?	We are aiming to have a question and answer session only once a quarter. The date for the next session is not confirmed yet but we will advertise when we have a date scheduled.
62	Does the Sandbox supply guidance on steps as you move through the funding service process internally?	
63	Big shout out to the TFS helpdesk	
64	As a woman. If we didn't have ladies toilets I would probably leave. To me, gender neutral toilets are not acceptable.	
65	Are there any updates as to what will be submitted for the pay review of 2024/2025 or when this will likely be put forward (example - when will we review pay advice from government)	The current plan is to submit a pay remit for 24/25 shortly after receiving the pay guidance from the Government (anticipated March-May)
66	████████████████████ ████████████████████ ████████████████████	
67	Has TFS been tested in a mobile environment? e.g. on a train with an unreliable internet connection. ....or has it only been tested in Swindon on a stable wired internet connection?	
68	What is GDS philosophy? Mentioned by █████ with the plan of developing TFS for both internal and external users	I believe █████ was referring to the GDS service standard to which TFS needs to conform - please see more on this here <a href="https://www.gov.uk/service-manual/service-standard">https://www.gov.uk/service-manual/service-standard</a>
69	████████████████████ ████████████████████	

70	██ ████████████████████	
71	How can we use activity analysis data quantitatively when such low %'s of certain Councils participated?	<p>We received a 79% participation rate on the activity analysis survey from all those invited to take part. Direct research-facing colleagues did not have to complete the survey at this stage as these roles are not in scope of this initial exercise. This was a good level of input, and we thank those colleagues who completed the survey. These survey responses have given us a rich source of data and will provide a high-level picture of the activities undertaken across the organisation.</p> <p>As of P06, 39.8% of all full-time equivalent (FTE) were in scope of OpEx and OpEx-Other FTE. OpEx-Other is FTE that performs similar roles to OpEx roles but, because of their funding arrangements, are allocated budget in a different way (i.e. they are self-funded or receive additional funding outside of the spending review settlement) and are, therefore, out of scope of Spending Review FTE targets. We needed to include them in our activity analysis because they share management chains and many other organisational design behaviours with OpEx staff.</p> <p>Activity analysis is one, crucial piece of the puzzle as we work to design our organisation for the future. This data will be added to other information, already collected, and we will add further context to the data with colleague engagement sessions. We will consider future strategic objectives and the validation process, and there will be continued involvement from senior leaders in the design process.</p> <p>These insights will inform operational decisions that will be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. They will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year.</p>
72	██ ██ ██ ██ ████████████████████	
73	Has there been any progress regarding the possibility of adding EV's on salary sacrifice?	<p>Previous Electric Vehicle Green Car salary sacrifice scheme business cases have been submitted to HM Treasury (HMT) from Cabinet Office (CO) on behalf Departments and Partner Organisations, including UKRI, requesting approval to introduce such a scheme. HMT have not agreed to previous cases, however a resubmission is due to be made by CO. UKRI cannot implement such a scheme without HMT permission which at this time has not been granted. We will continue to work with CO colleagues on this issue.</p>

74	<p>The high level outputs I have seen from the Activity Analysis show the significant number of people that are working more than their contracted hours. How will this be addressed, particularly given the additional headcount cuts we will be experiencing next year?</p>	<p>We will hold an organisational change webinar at the end of March to present and discuss the high-level findings from the activity analysis survey. We will present opportunities that will help us address the fact that some colleagues are working more than their contracted hours and facing workload pressure.</p> <p>We are considering different ways of working, looking at what work we can stop, and other ways to reduce the additional hours worked. Following the webinar at the end of March, we encourage you to send any additional suggestions to [REDACTED]</p> <p>With activity analysis we took steps to ensure that the results were as reliable as possible - seeking input from colleagues directly, rather than from managers on their behalf, building the activity taxonomy as a collaborative exercise, with inputs from a broad and diverse group of staff, involving all areas of UKRI.</p> <p>We are connecting data about who does what and how long it takes. This will give us more visibility on where there are workload pressures. We will then be able to model different scenarios that will improve efficiency. Activity analysis is not an exact science. Activity analysis is one, crucial piece of the puzzle as we work to design our organisation for the future. This data will be added to other information, already collected, and we will add further context to the data with colleague engagement sessions. We will consider future strategic objectives and the validation process, and there will be continued involvement from senior leaders in the design process.</p> <p>These insights will inform operational decisions that will be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. They will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year.</p>
75	<p>Are the OpEx reduction targets being applied equally to both individual councils and UKRI centre?</p>	<p>The operational expenditure (OpEx) reduction targets apply to all OpEx areas equally but with some adjustments to individual areas to be agreed by the workforce planning committee.</p>
76	<p>Is it true that DDaT/GDaD pay will get implemented on all IT roles across UKRI?</p>	<p>No. Roles in IT that are out of scope of the new S1 and S2 arrangements will be considered for matching to the DDaT capability framework. To set expectations, the DDaT pay framework may allow for some additional pay increases for some specialist roles where the role holder is working at a</p>



84	[REDACTED]	
85	Can the panel respond to the results of the psychological survey results? The data would appear to indicate a culture of fear among lower grades and a sense of bullying by the most senior grades. What are UKRI doing to address this?	<p>Apologies, we are going to run out of time on this Webinar. We will:</p> <ul style="list-style-type: none"> <li>• Highlight and reward good practice: We will continue to highlight and reward behaviours that are in line with our values and our People Standards, and we will continue to encourage all colleagues to speak up, challenge and try new things.</li> <li>• Embed effective practice through our leadership and learning programmes: continue to focus specifically on psychological safety through our leadership, management development and learning programmes.</li> <li>• Safe to speak out: We recognise that some people do not feel safe to raise concerns or challenge the way things are done. We are introducing an anonymous reporting tool so that anyone can do so in complete safety.</li> <li>• Harvesting your brilliant ideas: We will follow up on suggestions regarding the introduction of a space on The Source for us all to raise and discuss our brilliant ideas.</li> </ul> <p>Showcase improvements: and showcase these ideas when they come to fruition.</p>
86	[REDACTED]	
87	[REDACTED]	
88	How can we get involved in the working from abroad pilot - for example to be with family in another country?	
89	When will [REDACTED] be updated?	very soon .....

90	Question to [REDACTED] - Is it possible to work in UKRI offices around the world, for instance if you are travelling to New Delhi, can you go to UK embassy and work there?	
91	Are there any plans to open the Bristol office to all or more staff?	
92	How will the TFS and The UK Innovation Hub be used going forward?	
93	Swindon may use trust time but how it's used is highly variable. Whether you're allowed to accrue time for Christmas depends on your line manager.	Comment noted
94	[REDACTED] has mentioned 'the 2650'...what is that?	Like many other public sector organisations, we've been asked to reduce UKRI's operating budget and reduce the number of Full Time Equivalent roles (FTE). This is our FTE limit for 24/25.

95	<p>given the activity survey only allowed a total of 100% time, where is over capacity taken account of in the new model?</p>	<p>We will hold an organisational change webinar at the end of March to present and discuss the high-level findings from the activity analysis survey. We will present opportunities that will help us address the fact that some colleagues are working more than their contracted hours and facing workload pressure.</p> <p>All leaders, including those in councils, have received a detailed pack setting out findings from the activity analysis survey for their area. Work on this should already be happening at a local level.</p> <p>We took steps to ensure that the results from our activity analysis survey would be as reliable as possible - seeking input from colleagues directly, rather than from managers on their behalf, building the activity taxonomy as a collaborative exercise, with inputs from a broad and diverse group of staff, involving all areas of UKRI.</p> <p>We are connecting data about who does what and how long it takes. This will give us more visibility on where there are workload pressures. We will then be able to model different scenarios that will improve efficiency. Activity analysis is not an exact science. Activity analysis is one, crucial piece of the puzzle as we work to design our organisation for the future. This data will be added to other information, already collected, and we will add further context to the data with colleague engagement sessions. We will consider future strategic objectives and the validation process, and there will be continued involvement from senior leaders in the design process.</p> <p>These insights will inform operational decisions that will be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. They will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year.</p>
96	<p>Parking - what's happening with regard to compliance to the Equality Act 2020?</p>	

97	I dont think the current UKRI response is proportionate to the level of harm exposed by the psychological survey - fear is real and creating a barrier to progress and injustice for bullied and harassed staff. More needs to be done to unpick how, why and where this is happening. Please review this key omission.	The pulse survey was completed by 34% of colleagues, so we are aware that the results and the response does cover everyone's experiences. We are triangulating the pulse survey results with insights gained through the ABHD focus groups and activation workshops, the wellbeing pulse survey and the 2023 people survey in order to continue to build our understanding. We are currently exploring all of the suggestions left of the pulse survey, including the introduction of an anonymous reporting tool which is being planned for later this year. We are also exploring the how, when, where and why through our Leadership programmes. And, we have built in additional questions to this year's People Survey to give everyone the opportunity to anonymously share their experiences over the last 12 months. If you have suggestions of how we can get more colleagues involved in sharing their experiences and helping us make the changes necessary it would be great to have a chat. Either email me directly [REDACTED] or email the team inbox on [REDACTED]
98	Taking food from the bistro without paying is theft - gross misconduct issue.	Comment noted
99	there are not enough meeting rooms at PH, can we have more?	
100	a UKRI independent study in early 2024. Can you share more on what this is?	
101	ERM was noted to have been rolled out across some councils. Can you share an update?	
	<ul style="list-style-type: none"> <li>• “The Russell Group will continue to develop the use of trusted funder policies, meaning more projects will be able to get up and running before their formal starting period.” This would be great, but is there evidence of this happening?</li> <li>•</li> </ul>	
	The government will establish a new task-and-finish “red team” which will have a remit to identify areas of creeping, unnecessary bureaucracy across the wider public research system. This will make recommendations to funders and ministers for their rapid removal..”. Is there anything on this “red team”? Lots of funder bureaucracy is due to Government restrictions and rules and outside UKRI hands, ministers unlikely to be able to substantially resolve this.	





	<p>[REDACTED]</p> <p>[REDACTED]</p>	
CF7FEB53	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF7FEB54	How do we report bullying anonymously? All I can find on the Source is a review from HR saying UKRI needs to provide better routes for reporting bullying and harrassment anonymously but I can't find the actual routes	
CF7FEB56	How will the cost of the new 'S' band salaies impact 24/25 budgets?	The new S1 and S2 pay ranges have increased the UKRI pay bill by an ongoing additional 3.23% (£9.73M). This increased cost is concentrated on the budgets of MRC, STFC and NERC.
CF7FEB57	Is there a new launch date for SHARP yet?	
CF7FEB58	When will something happen [REDACTED]? When will this help please? Not seeing results but help in workloads?	Please see answer to question CF10JAN95.
CF7FEB59	As budgets are more than stretched, what messages are being given to senior managers in Councils to have less face to face board/panel meetings. Virtual meeting save so much money (no T&S, venue costs, travel sometimes intenational etc)	This is a decision taken locally by individual councils, but we recommend that senior managers specifically consider the purpose, aim and objective of meetings when deciding whether to hold a meeting in-person, as a hybrid or entirely virtually.
CF7FEB61	What externally delivered assurance processes are being used on SHARP?	
CF7FEB62	<p>[REDACTED]</p> <p>[REDACTED]</p>	
CF7FEB63	As SHARP has been delayed, does that mean there is scope to bring things into the system that were excluded due to timeframes previously?	
CF7FEB64	you have marked my question "Any news on the Activity Analysis? I am still overworked and recieving below inflation pay rises. You said this would help?" as answered live. It hasn't been. All he said was that he will publish	Please see answer to question CF10JAN95.

	results. I want to know when something will happen, when will it help me and my work I am not being paid for?	
CF24JAN6	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>"WP1: The Implementation phase grant administration is made up into the following elements:</p> <ol style="list-style-type: none"> <li>1.An accessible, secure and easy-to-use application process, including assessment, due diligence, awarding and payment.</li> <li>2.Applicant support, including briefing sessions and on-demand assistance.</li> <li>3.Mechanisms to monitor, change, close, reconcile and recover grants."</li> </ol>	
CF24JAN7	If Andrew believes UKRI is a 'special organisation' does he believe staff are paid a commensurate rate? What is the boards view of the divide pay deal which has de-valued Head Office staff?	
CF24JAN12	For Andrew - Does the Board you have confidence that UKRI has the necessary skills	
CF24JAN13	The UKRI central organisation has grown in size and is potentially now larger than some of the Research Councils. What does it do that benefits our customer facing staff?	
CF24JAN14	What is Andrews view of the risk of the OpEx targets overloading staff and impacting on staff retention?	
CF24JAN17	How can we trust that UKRI is committed to environmental sustainability when the board is led by the chair of Shell?	
CF24JAN19	Could Andrew please expand on the relationship between UKRI Board and DSIT- how are strategic priorities discussed and aligned?	

CF24JAN20	Andrew-what do you think shows UKRI is being successful, compared to what would have happened anyway if Research Councils, Research England, and Innovate UK hadn't been brought together? Which is clear and unambiguous.	
CF24JAN21	Are those guidelines Sir Andrew Mackenzie mentioned publically available somewhere?	
CF24JAN22	For Andrew: In terms of what its staff do, UKRI is effectitvely an organisation of two halves - one that hands out funding and one that runs research facilitiites and undertakes research. In your view, do these halves sit comfortably together.	
CF24JAN23	How does the Board view the current pace of change within UKRI, and does it have confidence that we have the capability to make necessary changes?	
CF24JAN24	Pleased to hear that UKRI is considering long-term thinking in its engagement with Go-Science. But with the looming general election will UKRI be forced to respond to short-term thinking and the political expediency that arises from current politics?	
CF24JAN25	Sir Andrew, what does the recent discovery of liquid hydrocarbons made on one of Saturns Moons Titan mean for us on Earth? As the oil reserves surpasses our reserves on Earth. Does this change the idea of fossil fuels from being finite resource to a "renewable"?	
CF24JAN28	You said 'Shell has a big budget for research into alternatives'. What's the size of this in comparison to its fossil fuel budget?	
CF24JAN29	Andrew - you mentioned the board's discussions of the challenges for the future for the sector and for UKRI. In your personal view, as Chair, how do you think UKRI can play to its strengths most effectively in responding to those challenges, particuarly in a shifting political and geopolitical environment? (Big question!)	

CF24JAN30	Since Andrew became chair of the board UKRI has spent 10's of millions on change projects but does not yet have an operating model in place - does this board think this is a failure?	
CF24JAN32	Andrew talks a lot about venture capital and innovation etc. I would be interested to hear what level of importance he puts on funding for the arts and humanities.	
CF24JAN33	How does he feel that staff have not had a pay rise above inflation for years, do not have enough staff to the job and have indicated year on year that they are stressed because of this. How can he help?	
CF24JAN34	I feel patronised that he is saying we should all be more productive. Quite insulting.	
CF24JAN37	When will management stop saying that the new systems will make everything ok? We are told time and again that these systems will solve all our problems, talk to ordinary staff as they do not believe you.	
CF24JAN39	Does shell take any credit for your time in UKRI? If so how do they claim the benefit.	
CF24JAN40	<p>Many thanks to Sir Andrew for a more detailed response on his views regarding the UKRI and Shell chairmanships and the perceived conflict of interest. As my submitted question was not selected, I'd like to re-post this in the chat as I know that myself and others are very keen for a response from Sir Andrew.</p> <p>Many people within BAS are potentially unaware of Sir Andrew's commercial position as chair of Shell. This fact was met with some consternation by BAS climate scientists when Sir Andrew received a tour of Rothera Research Station last year and since then, more questions have been raised by BAS staff. Sir Andrew's office was extended an invitation to visit BAS Cambridge, and meet with a wider group of interested people to give his personal view on the ostensible conflict of interest and discuss the levels of scrutiny and transparency this conflict of interest</p>	

	is subject to. This invitation has been declined. Would Sir Andrew reconsider this stance?	
CF24JAN41	Interested to hear Andrew's view on how important he feels wellbeing is at UKRI	
CF24JAN42	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF24JAN47	When are the OP Model changes that will affect my job coming? I have not heard what is coming or a timeline for the changes. My line manager has not heard anything either.	Please see answer to question CF10JAN95.
CF24JAN49	Why were Innovate UK colleagues not included in the Activity Analysis?	Please see answer to question Please see answer to question CF13DEC10.
CF24JAN52	Do the senior management envisage any point where UKRI will not be undertaking a change programme and will actually allow time to see whether the structures and processes put in place actually work. Productivity will surely increase without the uncertainty created by never ending change?	

CF24JAN53	Panel - Are you worried about the psychological safety results? How can you give confidence to staff that things will improve?	
CF24JAN54	Activity analysis wasn't that consistent - it turned out I interpreted a question in a different way from a colleague so we do the same thing but answered differently. Do bear that in mind.	Please see answer to question CF29NOV86.
CF24JAN59	Its worrying that so much is being planned around the activity analysis when it did not accurately reflect our work, workloads etc... It felt very much like a 'square peg in a round hole'. Some colleagues were only given a week to complete this (as an after thought maybe), so was it really 'fit for purpose'? It does not seem it was properly designed or rolled out, so will UKRI take into account that the data is flawed?	A small number of colleagues did not receive the link to the survey initially but, to counter this, we extended the length of time the survey was open and, from those asked to take part, we received a high completion rate of 79%.  Please see answer to question CF29NOV86.
CF24JAN60	Why do you think there is an issue with psychological safety in UKRI-what do you think is causing this?	This question will be answered live by a panel member on the Wednesday Webinar on the 3rd April where we will be having a conversation about the survey results and next steps.
CF24JAN62	Do senior managers ever have discussions on how we can look after older employees including training in different ways, consideration on health issues etc?	
CF24JAN63	For [REDACTED]: What one change to UKRI structures or ways of working would you make to further empower colleagues across UKRI.	
CF24JAN65	Procurement feels like a kafkaesque journey of mystery processes designed to prevent any spending. It can take months to procure basic things such as a report. It is wasting resources and causing distress, especially for junior staff who are trying to deliver benefit for the UK economy. Please can you survey the staff who end up actually having to use the system? Can you fix a standard process and stop people adding new processes?	
CF24JAN68	Glad you clarified on that one Andrew because I heard "I'm not a great believer in the risks of climate change." as well....	

CF24JAN72	Whats the gender breakdown between stem and non stem staff?	This will be published in the next equal pay report
CF24JAN76	██ ██	
CF24JAN77	Who is developing the SHARP system - in-house or an external company? Or both?	
CF24JAN78	When do you think TFS will actually be 'complete' i.e. with all of the functionality to make it do what we need?	
CF24JAN82	If the chair doesn't believe in climate change, where does that leave UKRI. Is his primary occupation hampering UKRI?	
CF24JAN83	██ ██ ██ ██ ████████████████	
CF24JAN85	How does ARIA fit into the processes described?	
CF24JAN86	██ ██ ██ ██ ██ ██ ██ ██ ██ ██ ████████████████	
CF24JAN87	what proportion of staff actually had any input in to the activity analysis??	Please see answer to question CF13DEC13.



CF24JAN88	<p>As UKRI Chair, do you believe that research into climate change projections and impact, such as that conducted by the British Antarctic Survey, should continue to be funded? How do you see big emitter companies such as Shell contributing to the vision, held by UKRI and the UK Government, of reaching Net Zero by 2050? Regarding your joint appointment, how do you envisage the fossil fuel industry working with government-led research and innovation?</p>	
CF24JAN89	<p>Many people within BAS are potentially unaware of Sir Andrew's commercial position as chair of Shell. This fact was met with some consternation by BAS climate scientists when Sir Andrew received a tour of Rothera Research Station last year and since then, more questions have been raised by BAS staff. Sir Andrew's office was extended an invitation to visit BAS Cambridge, and meet with a wider group of interested people to give his personal view on the ostensible conflict of interest and discuss the levels of scrutiny and transparency this conflict of interest is subject to. This invitation has been declined. Would Sir Andrew reconsider this stance?</p>	
CF24JAN90	<p>To what extent does he use the findings of UKRI funded science on climate change in his other roles – specifically with Shell?</p>	
CF24JAN91	<p>In UKRI's own words, "For more than 50 years, UKRI, its councils and predecessors have worked to understand, tackle and mitigate the effects of climate change, and embed evidence in decision making and climate policy." The majority of scientists agree that we must rapidly transition away from oil and gas extraction if we are going to have any chance of avoiding catastrophic climate breakdown. As Chair of UKRI, how do you square this with your actions as Chair of Shell in pushing ahead with new fossil fuel extraction projects</p>	

CF24JAN92	<p>"Given your (Andrew Mackenzie's) position on the board of directors of Shell and illustrious career spanning over 30 years in the oil and gas, petrochemicals, and minerals industries. Do you believe your recent appointment as the chair of UK Research and Innovation (UKRI) aligns with the values and goals of UKRI funded organizations and researchers whose work clearly and unambiguously shows that the world must cease fossil fuel exploitation? How do you respond to concerns from those who have committed their lives and careers to understanding and protecting our planet who question the appropriateness of your appointment?"</p>	
CF24JAN94	<p>I am aware that RRAs in some departments across the civil service have been increased – what is UKRI doing about increasing specialist/RRA allowances for those receiving them? As mentioned in a previous question I sent, this is one of the things missing from the pay award document.</p>	<p>The move to higher S1 and S2 arrangements incorporated many Specialist Allowance/ RRAs that were in place into base pay before movement to the higher minima to create more transparent pay arrangements. RRAs remaining for specific roles as set out in the UKRI pay policy are currently limited, their use is kept under review and if increases or more are required for specific roles this will be considered. RRAs don't automatically get increased as part of pay awards.</p>
CF10JAN12	<p>Does it remain the case that we advertise internally first in order to provide career progression opportunities to our staff? If so, why are so many of our technical Band E roles going straight to external advertisement at the moment?</p>	
CF10JAN26	<p>When will UKRI Senior Management start supporting line managers by abandoning the practice of leaving every decision to the discretion of the line manager and establish proper guidelines on e.g. attendance at the office?</p>	
CF10JAN33	<p>Is there an area on the source or elsewhere where people looking to find a jobshare partner could connect?</p>	<p>The HR policy team will consider the need for further guidance and examples of working patterns during the formal policy review process. At this time there is no formal mechanism for employees to find a job share partner, however we would encourage employees to consider the use of Yammer to reach out to their colleagues through the variety of groups there.</p>
CF10JAN35	<p>Why were Innovate UK colleagues not included in the activity analysis?</p>	<p>Please see answer to question CF13DEC10.</p>
CF10JAN37	<p>Is the new finance system going live at the 1st April given that UAT hasn't started yet?</p>	

CF10JAN41	How can they be replaced with a recruitment freeze?	
CF10JAN47	This year, can we get a bit more details on the Change programme, ie real actions and what is going to happen, and not just lots of corporate jargon?	<p>Activity analysis is one, crucial piece of the puzzle as we work to design our UKRI Future State. This data will be added to other information, already collected, and we will add further context to the data with colleague engagement sessions. We will consider future strategic objectives and the validation process, and there will be continued involvement from senior leaders in the design process.</p> <p>These insights will inform operational decisions that will be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. They will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year.</p> <p>Please look out for regular updates in all our internal channels, including The Source, The Stream and at Wednesday webinars. You may also want to read our Q&amp;As on UKRI Future State and the Future State overview.</p>
CF10JAN53	Some people would prefer not to be advised by UKRI to do more to help the planet outside of work. We can see that when in work UKRI can advise this. UKRI comments on this would be good.	
CF10JAN58	Will there be opportunities for agency worker to transit from temporary employee to permanent role within UKRI and if so when will this changes take place as contract will be ending later this year	This is dependant upon a vacancy becoming available which can then be applied for.
CF10JAN65	An answer to a previous Weds webinar question said that in the new operating model more tasks carried out by pan-UKRI staff will be led from councils on behalf of the whole of UKRI. When will we understand more about what this means in practice (for teams and individuals) so we can support our teams through the quite significant uncertainty this sort of statement brings without understanding the detail underneath it?	<p>UKRI organisational change is being delivered by the whole organisation for the whole organisation. Our organisational change programmes and workstreams are led by members of ExCo, our council executive chairs and chief operating officers. More information on our governance and the UKRI operating model is available on The Source.</p> <p>UKRI is the nine Councils, and this will not change. UKRI Future State sets out what sort of organisation we will be by the end of 2024/25. We will increase collaboration and internal movement across our nine Councils and the functions. We are aiming for organisational integration and harmonisation of processes; increased collaboration and reduced duplication; and the simplification and automation of process.</p>

		Please see answer to question CF10JAN47.
CF10JAN68	Given [REDACTED]'s great example of job sharing, are there any plans in UKRI to develop job sharing guidance and support for finding job share partners?	The HR policy team will consider the need for further guidance and examples of working patterns during the formal policy review process. At this time there is no formal mechanism for employees to find a job share partner, however we would encourage employees to consider the use of Yammer to reach out to their colleagues through the variety of groups there.
CF10JAN69	I am still waiting to hear back from my STEM pay appeal in STFC. When will I hear back?	This is being progressed and we will provide an outcome as soon as is possible
CF10JAN73	Who are the activity analysis workstream leads? Are they qualified on organisational design, or is there external expertise being brought in to help propose solutions based on what the activity analysis has shown?	Our workstream leads are not qualified in organisational design and we have recruited organisational design experts to work with our workstream leads on the organisational design.
CF10JAN79	Will early exit have the same compensation as voluntary redundancy	
CF10JAN80	Is the recruitment chill being lifted this year (assuming we'll have met the relevant FTE targets)?	
CF10JAN82	Can you explain why quite a lot of contractors have had their contracts ended - many on 0 days notice on the last day before Christmas holidays due to budgetary concerns? A really poor way to have treated people at the worst time of the year for finding a new job?	

CF10JAN83	Where are we on our FTE target numbers? How many more roles need to go before the end of 24/25?	The current limit for OpEx roles in 23/24 is 2,794. For 24/25 the limit for OpEx roles is 2,650. This is a reduction of 144 roles. Many of these roles are currently vacancies.
CF10JAN85	Does that mean it is highly likely that we will have surplus people and need to reduce number via such means?	
CF10JAN88	How soon will the Voluntary Early Exit opportunity information be shared? i.e. 3 months? 6 months?	
CF10JAN95	When will the operating model be implemented? what is the timescale?	The new operating model will be implemented in the 24/25 financial year.  Please see answer to question CF10JAN73 for additional information.
CF10JAN96	When will the Activity Analysis get rid of some of my work, I have been working more than one job since a colleague left and I see no end in sight? And I am getting pay cuts if you include inflation?	<p>We know there are huge workload pressures across the organisation at present, which the Future State is designed to ameliorate. We have constraints on spend and headcount across operating expenditure areas as part of our Spending Review settlement and we have made significant progress towards achieving the targets set through natural attrition, a partial recruitment freeze and redeployment. However, in doing this, and relying upon these methods to meet the target, we have a misplacement of critical skills and capabilities - impacting upon workplace wellbeing and organisational effectiveness. The information gathered through the activity analysis will help us better understand what activities we can stop or change to ensure that we can successfully deliver our core functions with the people we have - helping to resolve these workload pressures and other tensions.</p> <p>The insights will inform operational decisions, to be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. Operational decisions will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year. We appreciate that workload pressures and organisational change can be unsettling. If you feel anxious or concerned, please speak to your line manager, HR contact, or trade union representative. Your health and wellbeing are our priority, and we are committed to supporting you. You can find out about our wellbeing support on The Source where you will find resources that can support your social, mental, financial and physical wellbeing. All line managers will receive training to lead and support team members.</p>

CF10JAN97	How is UKRI dealing with staff who have low motivation after the recent introduction of STEM pay bands?	
CF10JAN99	the implementation of the Resume for researchers and innovation seems to be increasingly accepted by applicants and assessors. However the community seems to struggle with it when its applied to team based grants. What are your thoughts on how well it works for collaborative teams	
CF10JAN100	Given that career development was highlighted as an area of concern in the staff survey, why do people who take up temporary opportunities (e.g. maternity cover) to work in a different area or a higher band have to risk their employment, i.e. can no longer return to their previous post? Although I appreciate no job is for life, those who have single salary incomes or caring responsibilities etc feel like they are able to take this risk - how does this fit in with our EDI principles?	
CF10JAN102	with regard to env sustainability please can you speak on our still funding in fossil fuels based research	
CF10JAN108	Thanks, [REDACTED], for clarity on redundancy, it would be great if surplus staffing in these areas can be reassigned to support programmes that are struggling with resource issues due to recruitment band which has led to excessive and extreme work loads for programme leads.	
CF10JAN112	Why do central UKRI roles keep being approved with no budget while Council facing roles are increasingly hard to receive approval for exactly the same budget issues?	
CF10JAN127	How much extra money are the delays in SHARP costing us?	
CF10JAN130	If the processes won't change in line with SHARP, when will the harmonisation take place?	
CF10JAN134	Why was TFS built when innovate has a Funding Platform do you see them merging	

CF10JAN13 5	Speaking as an Innovate person SHARP and joined up HR processes cannot come soon enough. Really looking forward to it.	
CF10JAN13 9	with regard to env sustainabaility please can you speak on our still funding in fossil fuels based research	
CF10JAN14 0	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 60%;"></div>	
CF10JAN14 2	Not a Q but a thank you for making it clear UKRI will not be mandating office attendance - this is very welcome, and hybrid working remains a key benefit for continuing to work at UKRI for me.	
CF10JAN14 4	<div style="background-color: black; width: 1.5em; height: 1.2em; display: inline-block;"></div> just said "drive our productivity" , are we not working hard enough?	
CF10JAN14 5	It was my and my teams understanding that the UKRI activity survey was only sent out to a small proportion of the organisation before Christmas. Can i confirm this is the case as we were informed by the PMO? The way it was decribed insinuated that the information would be informing decisions which is concerning if not shared widely across the organisation.	Please see answer to question CF13DEC13.
CF13DEC1 0	Will Innovate UK colleagues be asked to complete Activity Analysis?	Innovate UK is on a slightly different timetable to the rest of UKRI but it is part of our activity analysis and the phased approach to roll out. We encourage colleagues to speak to their chief operating officer about what this means in their particular function or Council.

CF13DEC1 3	Considering significant numbers of 'OpEx staff' did not participate in the Activity Mapping analysis, what faith can we have in the validity of this data for organisational design work? When will we start expecting each part of UKRI to share the impacts of our OpEx challenges fairly and more equally?	<p>We received a 79% participation rate on the activity analysis survey from all those invited to take part. Direct research-facing colleagues did not have to complete the survey at this stage as these roles are not in scope of this initial exercise. This was a good level of input, and we thank those colleagues who completed the survey. These survey responses will give us a rich source of data and will provide a high-level picture of the activities undertaken across the organisation.</p> <p>As of P06, 39.8% of all full-time equivalent (FTE) were in scope of OpEx and 'OpEx-Other' FTE. 'OpEx-Other' is FTE that performs similar roles to OpEx roles but, because of their funding arrangements, are allocated budget in a different way (i.e., they are self-funded or receive additional funding outside of the spending review settlement) and are, therefore, out of scope of Spending Review FTE targets. We need to include them in the activity analysis because they share management chains and many other organisational design behaviours with OpEx staff.</p> <p>Activity analysis is one, crucial piece of the puzzle as we work to design our UKRI Future State. This data will be added to other information, already collected, and we will add further context to the data with colleague engagement sessions. We will consider future strategic objectives and the validation process, and there will be continued involvement from senior leaders in the design process.</p> <p>These insights will inform operational decisions that will be reviewed by relevant decision-making bodies, including the Strategic Design Authority and ExCo. They will be subject to consultation with trade unions and progress to implementation in the 24/25 financial year.</p> <p>Please see additional information in answer to question CF29NOV86.</p>
CF13DEC2 3	Does anything of Pioneer remain now we have associated?	
CF13DEC3 7	Does UKRI sponsor work VISA for the Talented and skilled Candidate.	<p>Yes, UKRI are able to sponsor individuals through the Skilled Worker visa route if an individual applies for a role that allows sponsorship.</p> <p>UKRI are also an endorsing body for the Global Talent Visa if an individual is taking up a role that is funded by one of the entities on the funding list and the research/work is to be undertaken at one of the Institutes listed on the recognised hosts list.</p>
CF13DEC5 4	Who is deciding/how is it decided what's "viable" in the TFS "minimum viable product"?	



CF13DEC5 6	[REDACTED]	
CF13DEC5 8	[REDACTED]	
CF13DEC6 3	[REDACTED]	
CF13DEC6 7	[REDACTED]	
CF13DEC6 8	Would it even be possible for 60% in office working due to the occupancy changes in Polaris House?	
CF13DEC6 9	[REDACTED]'s answer on hybrid working and mandatory office attendance, essentially leaving it for teams to manage locally and basing it on trusting the employees to get on with doing their jobs to the highest standard regardless of where they do it, is very welcome. Given that UKRI can't pay us competitive salaries for the experience and skills we have, ensuring hybrid working is protected and we aren't forced into the office (at a personal cost of time and travel costs) for political reasons is very important, and I am reassured to hear that UKRI leadership appears to recognise this. Thank you.	Thank you for the feedback
CF13DEC7 3	Can we please implement the 60% working for Civil Service at UKRI (we have to align to so many things anyway) as this very flexible hybrid working is detrimental.	
CF29NOV5	Could we have more information on the information request on assessment processes related to EDI -	

	especially as to why there is a particular concern in response to the SOS.	
CF29NOV20	The SHARP programme is currently Red. What are the implications of this for a timely launch?	
CF29NOV46	■■■■'s presentation was so, so good - and really useful from both an organisational and a personal development perspective. Could the L&D team consider setting up training opportunities for colleagues to learn more about pan-UKRI services in a similar contextualised fashion with practical recommendations on how to work with them?	
CF29NOV59	I asked this question at the 17 May webinar but it was never answered. How will delegated authority work when SHARP is introduced?	
CF29NOV86	the survey only allows upto 110% of time, but i was told each line has to be a minimum of 5% - i feel this misses out on a lot of the functions of my role - how, considering these restrictions, can the data from this survey be useful to UKRI?	<p>OrgVue, who managed the activity analysis survey, has significant expertise and experience of running similar exercises in other companies, both in the private and public sector. The level and depth of activity for an organisation of our size, as well as the allocation of no less than 5% of time is based on their advice to ensure we get meaningful conclusions from a survey that is manageable to complete.</p> <p>We have taken steps to ensure that the results are as reliable as possible - seeking input from colleagues directly, rather than from managers on their behalf, building the activity taxonomy as a collaborative exercise, with inputs from a broad and diverse group of staff, involving all areas of UKRI.</p> <p>We will connect data about who does what and how long it takes so we can model different scenarios to improve efficiency and have more visibility on where there are workload pressures.</p> <p>It is important to note that activity analysis is not an exact science and there is a degree of subjectivity. We will share some high-level insights with you over the coming months.</p> <p>Activity analysis is an important data point, but it is only one data point, and the findings will be considered in conjunction with information we already have, such as information from colleague engagement sessions, staff surveys and your continued feedback via 121s and webinars to find opportunities to do things in a better way.</p>

CF29NOV100	Are JBOS increasing the gritting around Polaris House now its very cold?	
CF15NOV62	On the question about rumours....I hear information from 'people who know people in HR', and often regarding personal information about the senior leaders. Can the HR team be reminded that they are privy to confidential information and should treat the information accordingly. This is an ongoing issue, but the 'information' continues to leak.	
CF1NOV16	Notwithstanding the complexities of the middle east political situation, is UKRI going to educate staff that calling from a Palastine state from river to sea is actually calling for the destruction os Israel and Jews. Hamas in their foral charter have death of jews in their mandate. There is a difference between sympathy for the situation in Palastine and calling for the death of Jews. Jewish staff know this it is clear many colleagues do not.	
CF1NOV42	Great to hear that the issue is being investigated and appreciate this can be difficult. I'm concerned the SoSs letter or our response failed to express sadness at the loss of civilian life in Palestine and that should be addressed	
CF1NOV52	Are all people involved in EDI at the UKRI being monitored by the SOS? Or was it just by happen chance that the SOS became aware of this particular social media post that caused the response?	
CF1NOV86	Thank you for the clarification regarding the letter and the important evaluation of the EDI work and people. What we are still missing is a clear condemnation from UKRI of the Hamas terror attack in 7th of October, and the atrocities committed against civilians- torturing, raping, and killing more than 1,400 people and taking at least 239 hostages. This is not a political stand and has nothing to do with opinions regarding the Hamas/Israel war that followed it. It is an act of empathy for the victims and condemnation of any such actions.	

CF1NOV87	How many EDI panellists, and other panellists have already resigned as a result of the exchange between UKRI and DSIT (Donelan)?	
CF1NOV14 6	Can UKRI colleagues exercise free speech by signing the open letter to UKRI regarding Michelle Donelan's letter without ramifications or risk of HR proceedings?	
CF1NOV15 8	Is there a case for saying we're a bit over reliant on advisory committees, and to consider whether there's value in greater use of other models of consultation?	
CF1NOV15 9	Where can i find UKRI's code of practice/conduct for advisory group members? is that a harmonised code of practice?	
CF18OCT9	I recently attended a department webinar where the SLT talked on the topic of pay. Within this they suggested that we look for alternative ways to progress our career outside of raises.	
	How can we go about this when, in most cases there is no opportunity for promotion unless someone leaves the orgnaisation?	
CF18OCT1 6	Why have UKRI released a tender for an external company to deliver a grants process?	
	<a href="https://ukri.delta-sourcing.com/delta/respondToList.html?accessCode=9824TPX958">https://ukri.delta-sourcing.com/delta/respondToList.html?accessCode=9824TPX958</a>	
CF18OCT4 1	How reliable to you think the information collected through the survey will be? Given the potential ramifications (whether intended or not), is there concern people will either under or over exaggerate their workloads and roles to help fit the ideal model?	
CF18OCT5 8	Given the mass exodus of experienced staff from UKRI shows no sign of abating, aside from the implementation of the (already 18 month delayed) pay award from 22 and the 23 award, what is UKRI planning to do to keep experienced staff?	

CF18OCT8 1	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF18OCT8 8	What is the current exit rate of UKRI staff?	
CF18OCT1 02	[REDACTED] [REDACTED] [REDACTED]	
CF18OCT1 40	How will the Government Capability Review of the UKRI Communications function feed into the activity analysis and final organisational design?	
CF18OCT1 92	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF18OCT2 23	I have already tried to reach out to colleagues performing similar functions in other Councils to share best practice, but the lack of accurate organograms makes it hard to identify who to contact. Could that be addressed?	
CF18OCT2 34	Are you going to address further the announcement from Jeremy Hunt RE reducing civil service headcount and how this relates to our roles? I know we're not technically "civil servants" but we seem to get lumped into that title when it suits them!	
CF4OCT13	Will there be something released on the Source soon about the carbon steering group? Not everyone knows their representative and there doesn't seem to be a list	
CF4OCT20	If government scraps the net-zero goals, will we need to scrap them as well?	



CF4OCT10 9	What is TFS for those of us not familiar with it?	
CF4OCT11 1	<div></div> <div></div> <div></div> <div></div>	
CF4OCT11 2	<div></div> <div></div> <div></div>	
CF4OCT12 4	Following recent government announcements on climate and nature policy that do not align with the science we fund – do colleagues think it is ethically acceptable for us to accept the status quo?	
	What other options are available to us besides breaking the law to protest against government policies on climate change (as Chris Packham recently asked)?"	
CF20SEP1 8	Is there a risk that, following the possible upcoming government backtrack on net zero policy targets, some of our funded schemes and programmes will need to be re-focussed or even cancelled? Have UKRI been consulted at all on the pivot in net zero policies?	
CF20SEP1 9	Will the data teams in each Council be sharing knowledge/reports for grants info from TFS? We are all UKRI so it would make sense to help each other.	
CF20SEP3 8	How do we see the People, Culture and Talent interventions discussed interacting with successes within our corporate Centres of Expertise, eg the UKRI Leadership Development programmes and EDI plan?	
CF20SEP4 0	Thank you for the answer to the question around travel of the <div></div> . Can I ask why the person travelling with him went business class as well? I and others have had to long haul and go straight into meetings, can we claim health and wellbeing in this case?	

CF20SEP5 1	[REDACTED] [REDACTED] [REDACTED]	
CF20SEP5 6	what comms/training are UKRI providing to reviewers on how to use the R4RI? There have been reviewers commenting that they just want to see people's publication list	
CF20SEP6 0	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF20SEP6 9	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF20SEP8 4	Are the effects of using narrative cvs on Ukri staff time/ processes etc being measured and evaluated?	
CF20SEP8 5	we have been made aware of some EDI concerns from early career researchers completing the R4RI. Individuals who are neurodiverse or do not have english as their first language may find the narrative CV approach very overwhelming. Providing templates and more detailed guidance could help with this - have you recieved similar feedback or do you have any comments on this?	
CF20SEP8 6	Could narrative CVs potentially be rolled out for UKRI staff recruitment?	
CF20SEP8 9	Really enjoyed the reflections on R4RI from outside UKRI, especially in the context of national inclusion week, as they seem to provide a more inclusive way of getting your expertise and skills across. Would internal UKRI recruitment consider trialling narrative CVs in a similar manner to Cambridge?	



CF20SEP9 4	Is there any difference between the way that neurodiverse people write R4RI vs non-neurodiverse people?	
CF20SEP9 7	If P.I.s find narrative CVs less than useful and you are challenging them by saying that it might be a problem with 'their' cultural norms - how about reverse that. Just maybe it's a problem with this whole initiative that is trying to change the whole culture of CVs - one that on the whole appears to work. You don't appear to question the intrinsic worth of starting this venture or how to measure its benefits (if any. Also please curb your epic use of you acronyms, NCV, R4RI, RRL, AGU, ARRC .....just a tiny fraction new to me thrown up in 20mins .....mindblowing.	
CF20SEP9 8	Given the recent announcement by the UK Gov about the lessening of the net zero plans will this impact UKRI in terms of our net zero commitments?	
CF20SEP1 31	We keep being told to come in the office to learn about TFS when this can be done online. With COVID rates increasing this is causing stress to many staff. Please can managers be reminded to think of individuals health?	
CF6SEP9	Why won't you share this data with the councils and the unions?	
CF6SEP20	Is the honda facility by swindon being used/involved in this study?	
CF6SEP42	You want to create a good experience for us, do you have any thoughts on what practical things you will do to help, underpaid, undervalued and desperate staff who can't pay their bills?	
CF6SEP61	How can IT help ESRC be fast and deliver their objectives securely?	
CF6SEP75	Can I ask [REDACTED], as a Social expert, do you think it is harmful that UKRI is treating staff so differently when they are doing the same job? Would in your opinion think this is bad for staff morale?	

CF6SEP10 7	Given dire and diminishing staff morale, combined with ever growing economic pressure, should we return to more frequent "pulse" surveys as we did during the pandemic, or is the outcome of that too obvious to make it worthwhile?	
CF6SEP13 6	Why was the [REDACTED] allowed to work overseas for the whole of August when colleagues are not allowed to work a single day outside the UK?	
CF23AUG1 7	What will grant processing staff roles look like when TFS is established and less processing work is required? Please could someone let us know? Is this when UKRI will look at redundancies?	
CF23AUG2 3	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF26JUL10 6	Have anyone been made redundant recently in UKRI?	
CF12JUL10	Review promotion requires the applicant to prove that the work they are currently doing is effectively that of the band above. How is this commensurate with the legal requirement for equal pay for equal work? I believe this is the responsibility of the company, not the employees, and given the stresses involved in the UKRI promotion process, I know of several people who have actively chosen not to go through it, even though they are performing at the level of a higher band.	
CF12JUL19	[REDACTED] - isn't the recruitment freeze due to the reality of the FTE cap? The operating model is separate to the FTE Cap? An operating model that requires more FTE is unlikely to change the FTE cap.	

CF12JUL31	Innovate UK needs more business facing Innovation Leads and customer support teams. Without frontline staff we cannot identify the needs of business.	
	There seem to be more people in central UKRI than the whole of the frontline staff. How can that be justified?	
CF12JUL38	Whats all this talk of discretionary time? Could you define this or are you confusing it with people working above clocked hours?	
CF12JUL51	That's an insensitive message to people already in these 'science' roles (you're second-best, not that talented, but you were cheap)	
CF12JUL58	"Discretionary time" is just unpaid overtime. Overtime has to be pre-approved but this rarely comes into conversation with line managers, and sometimes it is can't be foreseen. What is being done to change this culture of unpaid work?	
CF12JUL65	if there is awareness of issues with resourcing/pressure on staff what are the measures being taken now to help staff? not clear to me what is being done now to deal with these but maybe i missed it from the answer.	
CF12JUL77	Why is it that the organisation always asks for feedback on poor service, for example the recent message put out by <span style="background-color: black; color: black;">██████████</span> asking for evidence of poor service from HR, it would be nice to have also been asked to provide evidence of good service received instead of negativity which gives staff the impression the service from HR is not fit for purpose. When in fact it is usually isolated cases of negative people that tend to complain giving the impression things are not working!	
CF28JUN41	People are naturally worried about redundancies being an eventual outcome of the staff number reductions we're required to achieve. Has any consideration been given to options such as incentivised career break schemes (where staff are paid a modest sum to take a career break for a defined period) - this kind of thing can achieve significant salary bill (and other ancillary cost) savings, while reducing staff numbers for a defined period. Could something like	

	this be considered within UKRI if we're required to reduce staff numbers further?	
CF14JUN1	Please can managers be asked not to put any more pressure on grant support staff where there are vacancies or sick leave? Staff are loyal and want to help cover work, but please give them an option of saying no, as many are quietly struggling and suffering with stress whilst covering other roles but feel they can't say no because there is no-one else to do the work.	
CF14JUN17	Would anyone like to comment on question CF19APR82, or is all the wellbeing talk, just talk?	
CF14JUN49	Saying it is a significant challenge doesn't say much. It will bring forward OPEX problems, so the government hasn't given UKRI anything but a problem.	
CF14JUN63	In [REDACTED]'s response at 10.49 does he mean this will not change our current position?	
CF14JUN95	This is absolutely fantastic!! Thank you for sharing. To encourage young children, would you consider GCSC aged young adults for school visits ?	
CF14JUN14 1	Are we able to see figures on headcount and progress against our target?	
CF17MAY1 11	If parts of UKRI have a culture of bullying and harassment as [REDACTED] has implied, will the senior staff responsible for those areas be held accountable?	
CF19APR6 5	IT will not save us from the cuts coming in OPEX, when will UKRI actually start helping people by reducing workload. My colleagues and I are sinking fast	
CF19APR7 2	When will the headcount caps for the coming year be confirmed?	

CF19APR7 6	How can we commit more resource to any team when we have to make a 17% reduction in staff costs?	
CF19APR8 2	From continuous webinars we keep being told that you know what the pressures are, the last survey had nearly half of staff are stressed, yet nothing changes, just told of the utopia of the future. Some of us will go under before now - help us please - do something!	
CF19APR9 3	when will the priorities happen as we are suffering now.....not when you have thought about it more.....	
CF22MAR1 31	We are overworked now, how will losing more people help us, whether be natural wastage or redundancy? How much more do you want us to work with real term pay cuts?	
CF25JAN45	For ██████ - what are your thoughts about extending some form of dual support to organisations such as IROs etc that are eligible for UKRI funding but if successful are funded at 80%FEC without the same opportunities through dual support to cover the remaining 20%?	
CF25JAN52	Question for ██████ - how do you see Research England playing a role in enabling an inclusive and diverse R&I system? What non-funding levers could it use?	
CF25JAN56	Could ██████ speak a little more about the advantages of bringing RE under the UKRI umbrella, and how we can ensure complementarity and coordination of our research priorities accordingly?	
CF25JAN61	Is there any interaction between RE and the catapults given that half of them appear to apply as universities into IUK programme? I can see some of them being quite interested in infrastructure funding.	
CF25JAN64	██████, capital equipment in Universities is often very poorly utilised. Is there a plan to address this?	
CF25JAN75	(Edited) Does most of the IP that UKRI create end up being owned by it as opposed to funding research that creates IP that untimatley gets snapped up by private commercial companies. How much of the Research and Innovation (IP) created by funding from the taxpayer	

	ultimately feed into and goes towards increasing the Taxpayers equity on the Financial balance sheet?	
CF8FEB16	When are we going to have a consistent funding stream for TRL4-6 research at scale?	